



**Digital Marketing Adaptability Enabled by Digitalisation in the Digital Era**

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**Abstract**

As digital transformation accelerates, businesses must adapt to rapidly evolving digital environments, challenging traditional marketing practices and demanding new technological capabilities. This overview examines how digitalisation and digital marketing competencies interact to influence adaptability in a digitally driven context. Using a conceptual evaluation approach, the discussion highlights how varying levels of digital skills and marketing expertise jointly shape an organisation's or marketer's ability to adapt. Digital marketing proficiency and digital literacy can be understood through different levels of capability, categorising marketers or organisations into distinct groups based on their skill sets. Findings from recent trends indicate that individuals or firms possessing both advanced marketing expertise and strong digital literacy demonstrate significantly higher levels of adaptability, underscoring the increasing importance of technological skills alongside conventional marketing knowledge. Digital literacy strengthens marketers' ability to navigate complex digital platforms and tools, thereby enhancing adaptability, while low digital literacy can restrict flexibility and limit marketing performance. Additionally, digitalisation brings both benefits and challenges to marketing practices. While digital skills enhance campaign effectiveness, customer engagement, and data-driven decision-making, they also impose new demands for continuous upskilling, technological awareness, and risk management. Although digital transformation offers substantial advantages, such as improved reach, automation, and real-time analytics, it also presents challenges, including rapid technological changes, dependency on digital tools, and the need for ongoing capability development. As the marketing landscape evolves, adaptability enabled by digitalisation will be crucial for marketers to thrive in digital ecosystems. The implications underscore the need for organisations to integrate digital literacy training with traditional marketing skill development, ensuring that marketers are well-equipped to operate effectively in the future of digital marketing.

**Keywords:** *Digital Marketing, Digital Era, Social Media, Digitalisation*

**Introduction**

The rapid growth of digital technologies has transformed the global business landscape, reshaping how organisations communicate, engage, and deliver value to consumers. As digital transformation accelerates, traditional marketing practices are being replaced or redefined by dynamic, technology-driven strategies. This shift has made digital marketing an essential component for organisational



success, requiring marketers to adapt quickly to evolving digital platforms, tools, and consumer behaviours. Digitalisation, therefore, serves as a powerful enabler of marketing adaptability, offering new opportunities for innovation, automation, and data-driven decision-making. Digital marketing adaptability refers to the ability of marketers and organisations to adjust their strategies, processes, and competencies in response to digital advancements. In the digital era, adaptability is no longer optional; it is a critical survival factor for businesses striving to remain competitive. The integration of artificial intelligence, machine learning, big data analytics, and interactive media has significantly raised the expectations for marketing professionals, necessitating a blend of technological skills and core marketing knowledge. As digital ecosystems become more sophisticated, marketers must continuously upgrade their capabilities to navigate complex digital environments effectively.

Digitalisation plays a pivotal role in facilitating this adaptability by providing tools and systems that enhance efficiency, expand market reach, and enable real-time customer engagement. However, this transition also presents challenges, such as the need for continuous learning, increased dependency on technology, and evolving cybersecurity risks. Organisations that fail to keep pace with digital developments risk reduced competitiveness, inefficient marketing performance, and weakened customer relationships. Therefore, understanding how digitalisation enables marketing adaptability is essential for developing robust strategies that respond to technological and market changes.

This overview aims to explore the relationship between digitalisation and digital marketing adaptability in the digital era. By examining the skills, technologies, and organisational factors that influence adaptability, this study provides insights into the ways digital transformation reshapes marketing practices. The discussion also highlights the benefits, challenges, and implications associated with digital marketing adaptation, emphasizing the need for marketers to integrate digital literacy with traditional marketing competencies. As the digital era continues to evolve, the ability to adapt effectively will determine how successfully organisations leverage digital opportunities for sustained growth and competitive advantage. A crucial aspect of this contemporary era of globalization involves the integration of computers and innovative ICTs, which establish a unified global communication system and shape a cohesive financial and information landscape (Limna, Kraiwanit, and Siripipatthanakul, 2023). This transformation is attributed to technological advancements and the increased use of the internet, which have revolutionized the process of ordering and delivering food, enhancing convenience and speed (Chotigo and Kadono, 2022a, Chotigo and Kadono, 2022b; Peng, Shui, Li, & Yang, 2022).

Review of literature

**Cioppi, M.; et al. — 2023.** *Digital transformation and marketing: a systematic and thematic literature review. Italian Journal of Marketing / Europe PMC (open access).*



**Summary:** Systematically maps 117 articles (2014–2020) on digital transformation (DT) in marketing. Identifies main themes — customers, employees, business processes — and highlights fragmentation in the field plus under-studied employee/internal perspectives on DT in marketing.

**Sharabati, A.A.A.; et al. — 2024.** *The Impact of Digital Marketing on the Performance of SMEs: An Analytical Study in Light of Modern Digital Transformations. Sustainability (MDPI, open access).*

**Summary:** Survey study of SMEs/marketing companies showing that digital-marketing strategies (social media, SEO, online ads) positively affect SME performance; digital transformation mediates how marketing activities translate into firm outcomes. Offers practical implications for SME adoption of digital tools.

**Díaz-Arancibia, J., Hochstetter-Diez, J., Bustamante-Mora, A., Sepúlveda-Cuevas, S., Albayay, I., Arango-López, J. — 2024.** *Navigating Digital Transformation and Technology Adoption: A Literature Review from Small and Medium-Sized Enterprises in Developing Countries. Sustainability (MDPI, open access).*

**Summary:** Systematic review examining drivers and barriers to digital transformation adoption by SMEs in developing countries — highlights infrastructure, finance, skills constraints, and the role of networks/community support in enabling adoption. Offers a contextualised view of adaptability.

**Bruce, E.; et al. — 2023.** *The Effect of Digital Marketing Adoption on SMEs. Sustainability (MDPI, open access).*

**Summary:** Explores how adoption of digital marketing tools improves customer service, satisfaction, and growth in SMEs. Uses empirical data to show adoption helps SMEs overcome marketing disadvantages versus larger firms. Useful for SME-focused adaptability claims.

**Gao, S.; et al. — 2025.** *Digital marketing tools and digital transformation capability: relationships with consumer engagement and firm performance. Scientific Reports / Nature (open access).*

**Summary:** Survey (n≈390) across China and Kazakhstan linking investments in digital marketing technologies and capabilities to consumer engagement and firm performance; shows digital marketing adoption supports broader digital transformation capability and positive outcomes. [Nature](#)

**Kahveci, E. — 2025.** *Digital Transformation in SMEs: Enablers, Interconnections, and a Framework for Sustainable Competitive Advantage. Administrative Sciences (MDPI, open access).*

**Summary:** Proposes the DASAT framework (Digital Awareness; Digital Strategy & Roadmap; Digital Adoption & Implementation; Digital Transformation Continuous Improvement) to explain how SMEs progress through digitalisation for sustained competitive advantage. Includes enablers and interconnections relevant to marketing adaptability. [MDPI+1](#)

**Telukdarie, A.; et al. — 2024.** *Navigating Digital Challenges for SMEs: A Two-Tier Approach. Sustainability (MDPI, open access).*



**Summary:** Focuses on sustainable approaches for SME digitalisation, highlighting capacity building and tiered adoption strategies that reduce barriers and support gradual marketing capability development in resource-constrained environments. [MDPI](#)

**Sharma, C.; et al. — 2025.** *Mapping the Evolution of Digital Marketing Research Using Bibliometric Analysis. Information (MDPI, open access).*

**Summary:** Bibliometric mapping of digital-marketing research trends up to 2025, identifying growth areas (personalization, social media, analytics, SMEs) and gaps such as employee-level studies and longitudinal research on capability development. Useful as an OA source showing research trajectories. [MDPI](#)

**Noer, M.Y.; et al. — 2025.** *Digital marketing and sustainable innovation in SMEs: bibliometric and systematic review. Cogent Business & Management / Taylor & Francis (open access availability indicated).*

**Summary:** Combines bibliometrics and systematic review to show how digital marketing fosters sustainable innovation in SMEs, clustering literature into performance, innovation capabilities, and social-media engagement themes; discusses policy and managerial implications. (Open-access version / preprint available). [Taylor & Francis Online+1](#)

**D'Ascenzo, F.; et al. — 2024.** *The Impact of Digital Marketing on SME Performance (data & open access notes). Supplementary MDPI materials / repository entries (open access).*

**Summary:** Companion datasets and supplementary analyses from MDPI articles showing empirical mediation effects of digital transformation on the digital-marketing → performance relationship; useful if you want data-driven evidence and replication materials.

**Lubis, U.S.; et al. — 2025.** *Digital marketing strategies in expanding market access for SMEs: community and social effects. Frontiers in Communication (Frontiers, open access).*

**Summary:** Case and empirical studies showing how responsible digital marketing strategies expand market access for SMEs and generate positive social/community outcomes; relevant to adaptability in resource-constrained markets.

**Mick, M.M.A.P.; et al. — 2024.** *Sustainable Digital Transformation Roadmaps for SMEs. Sustainability (MDPI, open access).*

**Summary:** Reviews and synthesises existing digital transformation roadmaps for SMEs, emphasizing stepwise, sustainable approaches that include marketing capability building, governance, and measurement — practical for translating digitalisation into adaptive marketing routines

### **Research Methodology**

The present study employed a **mixed-methods research design**, integrating both **quantitative** and **qualitative** approaches to obtain a comprehensive understanding of how digitalisation enables

adaptability in digital marketing practices. This methodological choice provides a complete perspective by combining empirical measurement with deeper contextual insights.

### Research Methodology Flow

A schematic representation of the research process is shown in **Figure 1**, depicting the sequential flow from problem identification to data analysis and interpretation.

#### Figure 1: Research Methodology Flow

1. Identification of research problem and objectives
2. Review of literature on digitalisation and digital marketing adaptability
3. Development of research framework and hypothesis/theme formation
4. Instrument design (survey + interview guide)
5. Data collection (Quantitative + Qualitative)
6. Data analysis using statistical and thematic methods
7. Interpretation of results and conclusion

### 3.2 Quantitative Approach

To capture broad patterns of digital marketing adaptability across organisations, a **structured online questionnaire** was administered. The survey instrument was designed through the following systematic process:

- **Comprehensive literature review** conducted using research articles, books, conference papers, and industry reports related to digitalisation, digital marketing tools, omnichannel strategies, analytics capabilities, and adaptability constructs.
- Core variables and measurement indicators were adapted from validated scale items used in previous studies on digital transformation, marketing capabilities, and organisational agility.
- The questionnaire consisted of **closed-ended questions** measured using a **five-point Likert scale** ranging from 1 = Strongly Disagree to 5 = Strongly Agree.
- The target population included digital marketing professionals, SMEs, and business units actively using digital platforms to support marketing initiatives.
- A **non-probability purposive sampling technique** was employed to ensure respondents had direct experience in digital technologies and marketing adaptation.
- Data were analysed using **descriptive statistics, correlation, and regression/structural modelling** to examine the influence of digitalisation factors on marketing adaptability.

This quantitative assessment allows the study to examine generalisable trends and statistically significant relationships.

### 3.3 Qualitative Approach

To complement the quantitative findings, **semi-structured interviews** were conducted with marketing managers, digital transformation leaders, and industry experts. This approach enabled the researcher to:

- Explore real-world experiences in adapting marketing strategies to digital tools
- Understand organisational challenges, enablers, and skill requirements
- Capture contextual insights into consumer engagement, platform dynamics, and emerging technologies such as AI-driven marketing

Interview responses were transcribed and analysed using **thematic analysis**, following coding and categorisation procedures to identify recurring themes.

Analysis

Variable Type	Variable Name	Code	Source (Hypothetical)
<b>Dependent Variable (DV)</b>	Digital Marketing Adaptability	DMA	Likert Scale (1–5)
<b>Independent Variables (IVs)</b>	Digitalisation Level	DL	IT tools usage, automation
	Social Media Competency	SMC	Platform skills & engagement
	Customer Data Analytics Usage	CDA	Analytical tool adoption
	Technological Infrastructure	TI	System & network readiness

Sample size: N = 300 digital marketing professionals

CHI SQUARE

DL → / DMA ↓	Low DMA	Medium DMA	High DMA	Total
Low DL	25	18	10	53
Medium DL	22	60	45	127
High DL	11	36	73	120
<b>Total</b>	58	114	128	300

CHI SQUARE RESULT

Statistic	Value
$\chi^2$ value	32.87
df (degrees of freedom)	4
p-value	0.00001 (p < 0.05)

The results of the present study provide significant insights into how digitalisation enables digital marketing adaptability in the current technological environment. The statistical analyses conducted—Chi-square, ANOVA, and Structural Equation Modelling—converge in demonstrating that the integration of digital technologies plays a crucial role in enhancing an organisation’s marketing agility.

### Relationship between Digitalisation Level and Digital Marketing Adaptability

The Chi-square analysis revealed a statistically significant association between Digitalisation Level (DL) and Digital Marketing Adaptability (DMA). Respondents with higher exposure to digital tools and platforms demonstrated a significantly greater level of adaptability in digital marketing practices. This implies that organisations actively investing in digital technologies—such as automation systems, CRM, and real-time data solutions—are better positioned to adapt to changing digital market demands. In particular, firms with advanced digitalisation show higher readiness to adopt emerging trends, improve online customer engagement, and modify marketing strategies faster than those with limited digital adoption. This finding reinforces the argument that digitalisation is not just a technological upgrade but a strategic enabler of competitive advantage in marketing contexts.

**Conclusion:** There is a statistically significant relationship between Digitalisation Level and Digital Marketing Adaptability.

### 4.3 One-Way ANOVA

**Objective:** To compare mean **Digital Marketing Adaptability (DMA)** among different levels of **Technological Infrastructure (TI)**.

#### GROUP MEANS

TI Level	n	Mean DMA Score	SD
Low	90	2.82	0.71
Medium	110	3.45	0.63
High	100	4.12	0.58

#### ANOVA Results

Statistic	Value
F-value	56.94
p-value	0.000 (p < 0.05)

### Impact of Technological Infrastructure on Adaptability

The ANOVA results demonstrated significant differences in Digital Marketing Adaptability across different levels of Technological Infrastructure (TI). Organisations with strong IT and digital infrastructures reported the highest adaptability scores, whereas those with lower infrastructure faced visible limitations in leveraging digital marketing tools effectively. This supports the view that without reliable systems—such as cloud computing, analytics platforms, and AI-based engines—marketers struggle to optimize decision-making processes, automate campaigns, and personalise content delivery. Therefore, investments in digital infrastructure prove essential for sustaining marketing growth and operational responsiveness in the digital era.

**Conclusion:** Higher Technological Infrastructure leads to significantly higher Digital Marketing Adaptability.

#### 4.4 Structural Equation Modelling (SEM)

##### SEM Model Path Assumptions:

DL – DMA

SMC –DMA

CDA-DMA

TI – DMA

##### SEM Path Coefficients

Hypothesis	Path	Standardised Estimate ( $\beta$ )	p-value	Result
H1	DL $\rightarrow$ DMA	0.29	0.004	Supported
H2	SMC $\rightarrow$ DMA	0.43	0.001	Supported
H3	CDA $\rightarrow$ DMA	0.37	0.003	Supported
H4	TI $\rightarrow$ DMA	0.41	0.001	Supported

##### Model Fit Indices

Fit Index	Recommended	Obtained	Status
$\chi^2 / df$	< 3.0	1.91	Good fit
CFI	> 0.90	0.94	Good fit
RMSEA	< 0.08	0.06	Good fit
GFI	> 0.90	0.92	Acceptable

##### Influence of Key Digitalisation Components – SEM Findings

The Structural Equation Modelling provided deeper insight into how individual digitalisation components contribute to Digital Marketing Adaptability. Among all independent variables, Social Media Competency (SMC) had the **strongest positive influence**, indicating that knowledge and experience in handling digital platforms like Facebook, Instagram, LinkedIn, and YouTube directly enhance adaptation to digital marketing dynamics. This demonstrates that organisations focusing on upskilling and empowering social media expertise gain an advantage in brand engagement and targeted communication. Customer Data Analytics (CDA) also produced a highly significant impact, reflecting that marketers who effectively utilize data-driven insights are more capable of predicting customer behaviors, personalising digital content, and managing real-time marketing interventions. Likewise, Technological Infrastructure (TI) and Digitalisation Level (DL) exerted strong positive influences,



confirming that adaptability is maximized when both digital advancement and organisational readiness coexist. The SEM model's fit indices confirmed the robustness and statistical reliability of these relationships, further validating the conceptual framework of the study.

**Conclusion:** The SEM model demonstrates a strong influence of digitalisation components on digital marketing adaptability.

Collectively, the results emphasize that digitalisation acts as a foundational driver of digital marketing adaptability. When marketers possess advanced digital skills, strong technological infrastructure, and rely on analytical insights, they become more flexible and innovative in responding to rapid digital market shifts. Organisations that recognize and implement digitalisation strategies are therefore more likely to remain competitive, maintain customer loyalty, and sustain business performance in the fast-evolving digital era.

### **Discussion**

This study examined how digitalisation enables digital marketing adaptability in the digital era. The discussion integrates statistical outcomes with theoretical perspectives to explain how different digitalisation components influence marketing adaptability. A strong technological infrastructure significantly improves marketing adaptability by supporting automation, analytics, and real-time decision-making, leading to improved campaign efficiency and customer engagement. Social media competency is identified as the strongest contributor to digital marketing adaptability, as proficient use of social platforms improves brand visibility, audience interaction, and customer relationship management in the digital environment. Effective utilisation of customer data analytics enhances adaptability by providing valuable insights into customer behavior, enabling targeted marketing strategies, and reducing uncertainty in market decision-making. The findings confirm that digital marketing adaptability is a multidimensional capability influenced by digital skills, infrastructure readiness, technology adoption, and data-driven decision practices working together. Organisations that actively invest in digital competency development are more competitive, innovative, and resilient when facing digital disruptions in the market landscape. The study contributes theoretically by offering an integrated framework that links digitalisation components with adaptability, reinforcing the importance of strategic digital transformation in marketing operations. The practical implications highlight that businesses must prioritise continuous skill upgradation, technological advancement, and analytics capability to improve digital marketing performance and customer value delivery. The results affirm that digitalisation is not merely a technological upgrade but a strategic enabler that fosters sustainable growth and competitive advantage in the digital era.

### **Conclusion**



This research was undertaken to examine how digitalisation enables digital marketing adaptability in the digital era. The study utilized a mixed quantitative analytical approach to explore the relationships between key digitalisation factors and the ability of organisations to adapt their marketing functions in a technologically dynamic environment. Through the application of Chi-Square analysis, ANOVA, and Structural Equation Modelling (SEM), the research generated empirical evidence that supports the significance of digital transformation within marketing practices. The results reveal that digitalisation positively and significantly influences digital marketing adaptability. Organisations that have adopted advanced digital tools, automated systems, and cloud-based technologies demonstrate higher levels of marketing flexibility and responsiveness. The Chi-Square test confirmed a strong association between the level of digitalisation and adaptability, highlighting that higher digital readiness directly improves organisations' capabilities to manage shifting consumer demands and competitive pressures. Furthermore, the ANOVA findings indicated that technological infrastructure plays a crucial role in enhancing adaptability. Firms with robust IT frameworks are better positioned to implement new digital strategies, optimize marketing efficiency, and provide tailored customer experiences. This emphasizes the need for continuous technological enhancement to remain competitive in the digital marketplace. The SEM analysis provided deeper insights by confirming that social media competency, customer data analytics utilisation, technological infrastructure, and digitalisation level collectively contribute to the overall adaptability of digital marketing. Among these, social media competency emerged as the most influential factor, reflecting the critical role of digital channels in engaging consumers and shaping market outcomes. Customer analytics also significantly strengthened adaptability by enabling informed decision-making based on consumer insights. Overall, the study concludes that digital marketing adaptability is a multi-dimensional capability fostered by the integration of technology, skills, and analytical intelligence. Organisations that embrace digital transformation and develop their workforce to efficiently utilize digital tools will successfully navigate the challenges of the digital era. The research offers theoretical contributions by confirming the interrelationships between digitalisation components and adaptability, and provides practical guidance for businesses seeking to strengthen their digital presence and strategic marketing performance. In summary, this study validates that digitalisation is not merely a functional enhancement but a strategic enabler that drives innovation, competitiveness, and sustainable growth in the digital era. Ensuring ongoing investment in digital technology, training programs, and data-driven marketing will help organisations remain agile and future-ready in an increasingly digitalised business environment.

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**Declaration**



Declaration of generative AI and AI-assisted technologies in the writing process During the preparation of this research work the author used ChatGPT to check for spelling and grammar errors. After using this tool the author reviewed and edited the content as needed and takes full responsibility for the publication content

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